



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



The Project Life Cycle

Version 1.11 Produced 16 October 2018

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ASSESSMENT WORKBOOK COVER SHEET

WORKBOOK:	Workbook 1
TITLE:	The Project Life Cycle
FIRST AND SURNAME:	XI KE
PHONE:	0424 356 542
EMAIL:	simon.xi.ke@gmail.com

Please read the Candidate Declaration below and if you agree to the terms of the declaration sign and date in the space provided.

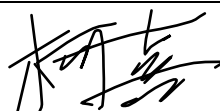
By submitting this work, I declare that:

- I have been advised of the assessment requirements, have been made aware of my rights and responsibilities as an assessment candidate, and choose to be assessed at this time.
- I am aware that there is a limit to the number of submissions that I can make for each assessment and I am submitting all documents required to complete this Assessment Workbook.
- I have organised and named the files I am submitting according to the instructions provided and I am aware that my assessor will not assess work that cannot be clearly identified and may request the work be resubmitted according to the correct process.
- This work is my own and contains no material written by another person except where due reference is made. I am aware that a false declaration may lead to the withdrawal of a qualification or statement of attainment.
- I am aware that there is a policy of checking the validity of qualifications that I submit as evidence as well as the qualifications/evidence of parties who verify my performance or observable skills. I give my consent to contact these parties for verification purposes.

Name : XI KE

Signature: XI KE

Date:
25/07/2020



WRITTEN QUESTIONS

1. Below are the different stages of the lifecycle of a project. Match each lifecycle stage to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Stage	Description
c	Scoping	a. It is during this phase that a project management plan is developed all comprehensive of individual plans for – cost, scope, time, quality, communication, risk and resources. Some of the important activities that mark this phase are - making WBS, development of schedule, milestone charts, GANTT charts, estimating and reserving resources, planning dates and modes of communication with stakeholders based on milestones, deadlines and important deliveries.
a	Planning	b. It is in this phase that the project deliverable is developed and completed, adhering to the plan as developed in the previous phase. The project execution and project monitoring and Control are the 2 phases that mostly occur simultaneously. A lot of project management tasks during this phase capture project metrics through tasks like status meetings and project development updates, status reports, human resource development and performance reports.
b	Implementation	c. A project is formally started, named and defined at a broad level during this phase. Project sponsors and other important stakeholders perform their due diligence on whether or not to undertake a project, or choose to undertake one project over another. Depending on the nature of the project, feasibility studies are conducted or as it may require.
e	Monitoring	d. It includes a series of important tasks such as making the delivery, relieving resources, reward and recognition to the team members and formal termination of contractors in case they were employed on the project.

d	Closing	e. This phase mostly deals with measuring the project performance and progression with respect to the project management plan. Scope verification and control to check and monitor for scope creep, change control to track and manage changes to project requirement, calculating key performance indicators for cost and time are to measure the degree of variation if any and in which case corrective measures are determined and suggested to keep project on track.
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2. Consider a project that you are currently working on or you would most likely work on in the future.

Provide an outline of typical project phases that would take place during the Implementation Stage of this project.

A typical highrise building demolition project will include the following phases:

1. Construction of containment building scaffold.
2. Installation of man and material hoist and tower crane.
3. Disconnection of building services.
4. Strip out (removal of internal furniture, carpet or other flooring material, ceiling panels, all service cables and other material except for concrete or structural steel load bearing structures)
5. Structural demolition (removal of load bearing structures such as concrete and structural steel)
6. Loading out all demolition waste using trucks.

3. The following are various structures in which the Implementation Stage of the project can be carried out. Match each structure to its correct description.

Write the letters that correspond to your answers in the spaces provided.

Structure		Description
d	Sequential phase-to-phase relationship	a. Projects intended to respond to high levels of change and ongoing stakeholder involvement. Also very iterative and incremental but differ in iterations being very rapid (2-4 weeks) and are fixed in time and cost.
e	Overlapping phase-to-phase relationship	b. The project phases (more commonly known as iterations) repeat one or more project activities as the project team's understanding of the product increases.
c	Predictive life cycle	c. The project phases repeat one or more project activities as the project team's understanding of the product increases.
b	Iterative/incremental life cycle	d. In this structure, a new phase starts only when a previous phase is complete. The step-by-step nature of this approach reduces uncertainty, but may eliminate options for reducing the schedule.
a	Adaptive Life Cycle	e. This is where a phase starts prior to the completion of a previous one. This can sometimes be applied as an example of the schedule compression technique called fast tracking. Overlapping phases may increase risk and can result in rework if a subsequent phase progresses before accurate information is available from the previous phase.

4. Which of the following are activities that usually take place as part of the closing of a project?

Select all that apply.

☒	a. Project evaluation
☒	b. Warrantee requirements
☐	c. Create communications log
☐	d. Develop project management plan
☒	e. Writing and delivery of project final report
☒	f. Finalisation of accounts and other financial documentation
☐	g. Delvelop project charter
☒	h. Handover of project deliverables
☒	i. Settling of financial liabilities
☒	j. Project evaluation
☐	k. Identify stakeholders
☒	l. Signing off by the project sponsor
☒	m. Finalise lessons learnt documentation and communicating it where needed
☒	n. Transition of responsibility or ownership of project deliverables or products
☒	o. Archiving of project documentation

5. The following are different methodologies used to break project objectives into achievable project deliverables. Match each of the following to its correct description.

Write the letter of your answer in the spaces provided.

Methodology		Description
d	Project governance	a. A document that formally authorises a project or a phase. It includes the initial requirements that satisfy the stakeholders' needs and expectations. It provides the overall high level description of the strategies and goals of your project.
b	Project management information system	b. An automated tool, such as scheduling software tool, a configuration management system, and information collection and distribution system or web interfaces to other outline automated systems.
a	Project charter	c. A document covering all the details of the project down to a very detailed level. It can be presented in the form of a Gantt chart or any other document that displays project activities along a timeline.
e	Work Breakdown Structure	d. It provides a management structure for the project manager and their team to deliver the project. It provides the support, processes and tools needed for the project to be delivered.
c	Project plan	e. A document detailing the subdivision of project deliverables into smaller more manageable components.

6. Below are different types of project governance models. Match each model to its correct description.

Write the letters that correspond to your answers in the spaces provided.

Project governance model		Description
b	Programmatic Based	a. In this model, project managers have a high level of authority to manage and control the project resources. The project manager in this structure has total authority over the project and can acquire resources needed to accomplish project objectives from within or outside the parent organization, subject only to the scope, quality, and budget constraints identified in the project.
c	Matrix Based	b. A traditional structure in which program sector managers have formal authority over most resources. It is only suitable for projects within one program sector.
a	Project Based	c. This model allows program units to focus on their specific technical competencies and allow projects to be staffed with specialists from throughout the organisation.

7. List two (2) documentation that must be created to record strategies and goals for integration processes. In your own words, briefly describe each documentation.

Do not exceed fifty (50) words for each discussion

Documentation	Discussion
Project Charter	A project charter is a short document that covers the scope, objectives, deliverables and stakeholders of a project. The project charter also defines roles and responsibilities of each member of the project team.
Project Plan	A project plan is a formal document which sets guidelines for project execution and control. It covers in detail how and when to fulfill the project objectives by showing the major products, milestones, activities, and resources required on the project.

8. Consider the communication media you would utilise in project management.
- List three (3) communication media you would utilise in project management.
 - Discuss how each communication media is applied on various projects.

Communication media	Discussion
Phone	Phone communication is usually used to get quick response from a person or call for action. This media is usually used in non-formal occasions and cannot be used for record keeping.
E-mail	E-mail communication is usually used to clearly articulate information that may be misinterpreted verbally and often attached with electronic documents such as drawings, photos and weblinks etc.
Face to Face	Face to Face communication is usually used for formal events such as internal meetings, client meetings and individual private meetings.

9. Discuss how each of the following communication methods below is applied on various projects.

- a. Verbal communication
- b. Non-verbal communication
- c. Written communication

In your discussion, include at least one (1) specific example or scenario on how each communication method is applied on various projects.

Communication Method	Discussion <i>(with at least one (1) specific example or scenario for each communication method)</i>
Verbal communication	Verbal communication may either be face to face or through phone, voice chat, video conferencing. This communication method can be used in formal communications such as project progress meeting and informal communications such as quick phone call to confirm information.
Non-verbal communication	Non-verbal communication may include facial expressions, eye contact, body posture, gestures such as a wave and pointed finger, touch and others. This is usually used in face to face meetings/talks. A typical example of this method being used is using facial expressions and gestures to assist presentation to other people.
Written communication	Most commonly used Written communication media is through email. Example when written communication is required on projects may include: RFI(request for information), distribution of formal documentaion to project team and others.

10. List two (2) types of project management information systems (PMIS) and, in your own words, discuss how each is applied in project management.

Do not exceed 50 words for each discussion.

Information systems	Application
Computer-based PMIS	A computer-based PMIS/software is often more powerful than Web-based PMIS/software. computer-based PMIS such as MS project can be used to produce Gantt chart, allocate project resources, tracking project progress and tracking project financial performance.
Web-based PMIS	A web-based system/software is used when team members are located at different sites/locations. A web-based PMIS will ensure that all team members are always working on the latest revision works/files or working off the latest drawings or updates.

11. The following are methods used to evaluate information systems and communication processes. Match each method to its correct description.

Write the letters that correspond to your answers in the spaces provided.

Method		Description
d	System quality	a. A performance measure to evaluate the efficiency of an investment (such as in this case, resources used to facilitate project communication). It measures the return on an investment relative to the investment's cost.
b	Information quality	b. The information system is assessed in terms of accuracy of output, promptness of output, precision of output, reliability of output, arrival of output, output completions, and output format
a	ROI	c. It is a useful tool for performing retrospective analyses of the characteristics of internal communication. With the help of this model we can obtain several interpretations of the characteristics of project communications which help improve the communication process and also the project management process.
c	Internal Communication Analysis Model	d. The information system is assessed in terms of response time, accessibility, realization of user's demands, correction of mistakes, model and data safety, system documentation and procedures, system flexibility and system compatibility.

CASE STUDY

Instructions to Student

These case studies are hypothetical situations which will not require you to have access to a workplace, although your past and present workplace experiences may help with the responses you provide. You will be expected to encounter similar situations to these in future as you work in a project team environment.

In the real world you are likely to encounter the situation where you enter a project, taking over from another project manager. The documentation that is handed over to you is not necessarily up to scratch, and there could be serious issues with the project. This assessment captures that real life scenario.

The case studies are the first part of dealing with “multiple complex projects” required in all the units of this subject. The other assessment covering this requirement is the practical assessment. When you have completed the case studies you will be able to commence the practical assessment which covers the generic skills needed to function as an effective project team member. This assessment on the other hand covers the application of the underpinning knowledge and background theory.

Introduction

You have been appointed as a project management consultant to the project team at Awesome Landscapes Pty Ltd. Specifically, you are required to provide independent advice on seeing their current project throughout its entire lifecycle.

You will be working in this project in every case study assessment throughout this course. The project involves the landscaping of a new eco-resort. The company has hired you on the basis of your ability to analyse project methodology, not on your knowledge of the nature of the landscaping work they perform.

At this stage of the project the project charter and project plan have already been developed. You have been assigned to examine the project plan before the project launches in three months' time. In particular you have been asked the following questions which you will need to provide answers for upon examination of the project charter and the project plan.

The documents you need to complete the succeeding tasks can be accessed by accessing the following links:

[Project Charter version 1 \(.pdf\)](#)

[Project Plan version 1 \(.pdf\)](#)

[Project Gantt Chart \(.mpp\)](#)

[Project Gantt Chart \(.pdf\)](#)

[Project Network Diagram](#)

(username: cstclearner password: CstcPty@123)

Note: These documents were generated in year 2016. For the purpose of this assessment, refer to '2016' as the current year and '2017' as the succeeding year.

1. List all personnel (name, title / designation, and company) who are required to sign off on the Project Plan before the project is endorsed for commencement.

Discuss why each personnel you listed are required to sign off on the Project Plan. Do not exceed fifty (50) words for each discussion.

Personnel	Title / Designation, Company	Discussion
Susan Wills	Program Manager / Massive Eco-Development Corporation	Project sponsor who have the final say and will be the person who signs off on the project contracts and other documentation.
Stephen Lyons	Planning Manager / Cascade Peak Shire Council	Regulatory body who sets the quality standards that the project will need to adhere to.
Kate Chan	Project Manager / Timber Home Construction Ltd	Project manager from Major project contractor who delivers Cascade Peak Chalets Building Project. This project is closely dependent on the Cascade Peak Chalets Landscaping project.
Kim Nguyen	Director / Awesome Landscapes Pty Ltd	He is Senior executive to whom Project manager Sam reports to.
Sam Ng	Project Manager / Awesome Landscapes Pty Ltd	Project manager is the conduit between all the other stakeholders and is responsible for providing communication with all the stakeholders and ensuring the project is delivered

2. Review the Project Plan.

- a. Does the Project Plan show evidence that the project has been appropriately approved for commencement?
- b. Does the Project Plan show evidence that it has been distributed to all stakeholders who are required to have a copy?

Guidance:

If it has been approved and distributed, indicate which section(s) or page(s) in the Project Plan indicate so. If not, explain what needs to be done to have the project approved for commencement.

- a. Yes. Page 6 of the project plan indicates that the project plan has been signed off by all required members of the project steering committee.

- b. Yes. Signatures from all project steering committee members on Page 1 of the project plan indicates that the project plan has been distributed to all stakeholders who are required to have a copy.

3. How will the Project Outcomes be reported?

The progress outcome and final outcome of a project will be reported in below methods.

1. Performance reporting will occur immediately after a change request has been signed. If three months elapse following a change request or previous report, another report needs to be created.

2. The project plan must be updated with a new version released showing the status report, and the Gantt chart (and any other relevant documentation) updated to the date of the report in the project plan.
3. A lessons learnt evaluation session must also be conducted at the end of the project.
4. A final report must be completed at the end of the project when all stages have been complete.
5. All reports are to be signed off by the project sponsor before being distributed to all members of the project steering committee.

4. List all personnel (name, title/designation, company) who must have a copy of the Project Progress Reports.

Discuss why each personnel you listed must have a copy of the Project Progress . Do not exceed fifty (50) words for each discussion.

Personnel	Title / Designation, Company	Discussion
Susan Wills	Program Manager / Massive Eco-Development Corporation	Susan is the project sponsor's representative who is responsible for all aspects of the delivery of the project. She needs to ensure all requirements, conditions, budgets are met
Robert Hinson	Project Manager / Massive Eco-Development Corporation	Robert is responsible for the overall management of both project for Massive. He needs to manage and ensure Awesome and Timber House Constructions scope is coordinated and delivered.
Stephen Lyons	Planning Manager / Cascade Peak Shire Council	Regulatory body who sets the quality standards that the project will need to adhere to

Kate Chan	Project Manager / Timber Home Construction Ltd	Kate is Project manager from Major project contractor who delivers Cascade Peak Chalets Building Project. This project is closely dependent on the Cascade Peak Chalets Landscaping project. Kate needs to be updated to ensure the progress of landscape project works is on track and not affecting her building project.
Kim Nguyen	Director / Awesome Landscapes Pty Ltd	He is Senior executive to whom Project manager Sam reports to. He is ultimately responsible for the performance of Awesome landscapes works.
Sam Ng	Project Manager / Awesome Landscapes Pty Ltd	Sam is the Project manager and he is the conduit between all the other stakeholders and is responsible for providing communication with all the stakeholders and ensuring the project is delivered

5. At which stage of the project life cycle is the project?

Assume the current date is 7 May 20xx, where 20xx is the current year.

☐	a. Scoping
☒	b. Planning
☐	c. Monitoring
☐	d. Implementation
☐	e. Closing

6. Discuss how Massive Eco-development Corporation is going to maintain effective integration between the three projects?

Your discussion must be 100 – 200 words in length.

Guidance: Why have the three projects been planned separately rather than being integrated into one single project? Discuss factors that ensure the effective running of the three projects running together as separate projects.

This project will be managed using PMBOK methodology, as will the related chalet construction project. The PMBOK methodology will ensure all aspects of project management are covered. This project is also closely dependent on the marketing of the resort to tour companies. The developer wishes to retain ownership of the resort, and they are not well known in tourism circles. Therefore a separate project to commence during the middle of the build will focus on branding the resort, erecting signage, promoting to the local and international tour companies, etc.

These three projects will be separate as each will have their own project manager who will be required to collaborate with the other project managers.

The change control process included in page 11 of the project plan will ensure appropriate stakeholders approve any changes, and all stakeholders are equally informed of changes to the initial project plan.

In addition, to ensure the steering committee is kept informed of the progress of the project, performance reports will be created by the project manager.

7. In your own words, discuss each of the following processes involved in the Closing Stage of the project.

Do not exceed 150 words for each discussion.

Payment of Remaining Invoices	All invoices that have not yet been paid to suppliers and contractors are settled prior to the preparation of project closure documentation.
Project Closure Meeting Documentation	Documentation will include the following: 1. A project completion report must be completed, showing the results of the project, lessons learnt, and an audit report. 2. Final project plan. 3. Project archives checklist. 4. Formal acceptance and closure to be complete and signed off at the project closure meeting.
Pre-meeting Audit	All project closure meeting documentation prepared will be evaluated by an independent project auditor prior to the final project meeting.

Final Project Meeting	All project steering committee members are to attend the final project meeting. Each member will be provided with a copy of the project documentation, which includes: Project completion report, Final version of the project plan, Project archives checklist and Formal acceptance and closure. The meeting commences with confirmation of the accuracy of the report and updated project plan. All the lessons learnt documentation is then reviewed with lessons applicable to future projects noted by the committee. The completion report, project plan and formal acceptance and closure must all be signed off by the signatories of the project steering committee.
Final Project Invoice	Awesome Landscapes may raise an invoice to Massive Eco-development Corporation for the final contract payment.
Project Archival	Upon payment of the final contract payment by Massive Eco-development Corporation, all project documentation may be archived. The project archive checklist must be printed off and checked off as each piece of project documentation is archived in both hard and electronic copy

8. How will the project be monitored?

The project will be monitored by quality audit reports, urgent phone calls and e-mails regarding issues, group access to the issues register and reporting the project outcome through the media. Project progress reports are also completed which help all stakeholders monitor the performance of the project in scope, program, cost, quality, human resources, communications, risk, procurement and integration.

9. Review the objectives of the project.

- a. Do the objectives of the project align with the business objectives of Awesome Landscapes? Explain your reasoning.
- b. Do the objectives of the project align with business objectives of project sponsor organisation? Explain your reasoning.

Each discussion must be between 50 – 150 words.

- a. Yes. This project will help Awesome further expand and grow Awesome's business within the Cascade Peak region. As a new client looking to grow in this area to Awesome, Massive Eco-development may provide more future business opportunity to Awesome such as the ongoing maintenance of the new resort when it is built and potentially more work in future eco-resorts to be built by Massive. All these align with Awesome's Vision and mission.
- b. Yes. This will be the first eco-resort development for project sponsor Massive Eco-development, and following the successful completion of this project, it is Massive Eco-Development Corporation's business objective to develop more eco-resorts around the country. It is also Massive's objective to retain ownership of the resort after completion, and they are not well known in tourism circles yet. So this project will expand their business into resort management and broader tourism industry.

10. Sam has a gut feeling there will be some changes to the project once it commences. A rumour is spreading that there are going to be some additional chalets built requiring the construction of three more retaining walls than what appears in the project plan. He has specifically asked if he can approve and sign off on the extra construction himself knowing there is quite a big contingency budget to the project.

Explain the procedure Sam would follow regarding the construction of the three additional retaining walls.

Your discussion must not exceed 500 words.

Guidance

Answer Sam's question by providing in your own words a specific procedure for the approval of the construction of three additional retaining walls. When mentioning any people in the procedure, list them by name and job title.

Sam will follow the below procedure.

1. Project Manager Sam Ng is to prepare for a change request for the construction of three more retaining walls (project scope change). The change request should also include any possible subsequent changes to time, cost, quality, human resources, communications, risk, procurement and integration due to added scope.
2. Project manager Sam Ng is to negotiate with program manager Susan Wills to confirm details going into the change request.
3. The draft change request will go to the planning manager of Cascade Peak Shire Council Stephen Lyons who will advise if a new Council approval is needed as part of the proposed changes.
4. If a Council approval is needed, the program manager Susan Wills will commence the application process as needed.
5. Once Council approvals have been granted, the matters within the change request will be modified within the project plan, and other project documentation as required.
6. Sam will need to update the project plan to include the change request along with an updated change register.
7. The change request and all modified documentation will need to be examined at a face to face meeting by Susan Wills (Program Manager – Massive Eco-Development Corporation), Stephen Lyons (Planning Manager - Cascade Peak Shire Council), Kate Chan (Project Manager - Timber Home Construction Ltd), Kim Nguyen (Director – Awesome Landscapes Pty Ltd), Sam Ng, Project Manager – Awesome Landscapes Pty Ltd and any other stakeholders directly impacted on the

change request.

8. The change request must be signed off by Susan Wills (Program Manager – Massive Eco-Development Corporation), Stephen Lyons (Planning Manager - Cascade Peak Shire Council), and Kim Nguyen (Director – Awesome Landscapes Pty Ltd).

9. The changes are communicated with all project steering committee members and implemented by the project manager Sam Ng (Awesome).

WORKBOOK CHECKLIST

When you have completed this workbook, please ensure you have completed all parts of it:

- ☐ **Written Questions**
- ☐ **Case Study**

IMPORTANT REMINDER

Students must achieve a satisfactory result to ALL assessment tasks to be awarded COMPETENT for the unit relevant to this subject.

To award the student competent in the units relevant to this subject, the student must successfully complete all the requirements listed above according to the prescribed benchmarks.

End of Document